

City of Sunnyvale
Program Performance Budget

Program 719 - Accounting, Financial Reporting, and Employee Payroll

Program Outcome Statement

Enable City management and staff, City Council and regulatory agencies to make informed decisions regarding the financial affairs of the City, by:

- Managing the City's Financial System software,
- Providing financial system reports and query tools to City staff in order to allow management to make informed business decisions,
- Preparing the City's annual financial report and managing the independent external auditor contract,
- Processing payroll in an accurate and timely manner,
- Accounting for City's financial transactions, and
- Maintaining and reconciling the general ledger.

So that:

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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Program Outcome Measures	Weight	2002/2003 Budget	2002/2003 Achieved	2003/2004 Current	2004/2005 Proposed	2005/2006 Proposed
♦ 85% of City management and staff rate financial system reports and query tools as satisfactory.						
- Percent	4	75.00%	89.00%	75.00%	85.00%	85.00%
♦ The City's annual financial report receives an unqualified audit opinion.						
- Number	5	1.00	1.00	1.00	1.00	1.00
♦ Management Letter comments are resolved by March 31st of the following year.						
- Number of Comments	3	1.00	1.00	1.00	0.00	0.00
- Percent Resolved by March 31st	3	0.00%	0.00%	0.00%	90.00%	90.00%
♦ The accounting records are closed each month within 10 business days 85% of the time.*						
- Percent	4	90.00%	92.00%	80.00%	85.00%	85.00%
♦ 90% of City management and staff rates quality of service provided by the Accounting Division as satisfactory.*						
- Percent	4	90.00%	96.00%	80.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.						
- Ratio	5	1.00	1.05	1.00	1.00	1.00
♦ A customer satisfaction rating of 95% relative to payroll is achieved. [Moved from Program 717.]						
- Percent	4	0.00%	0.00%	0.00%	95.00%	95.00%
♦ Payroll Checks/Direct Deposit Statements are made available to employees by the close of business day on scheduled paydays. [Moved from Program 717.]						
- Percent	5	0.00%	0.00%	0.00%	98.00%	98.00%

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<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ Payroll errors are corrected by the following pay period 95% of the time. [Moved from Program 717.]						
- Percent	4	0.00%	0.00%	0.00%	95.00%	95.00%
♦ Payroll disbursements are processed in accordance with all applicable regulatory requirements 95% of the time. [Moved from Program 717.]						
- Percent	5	0.00%	0.00%	0.00%	95.00%	95.00%

Program Notes

1. The program measures marked with an * have been scaled back as part of the FY 2003/04 budget and service reduction process. In some cases, targets have been adjusted upward based on current year experience.
2. Consolidated most of Program 717 into new SDP 71905-Payroll Administration. The other piece of Program 717 was budgeted into Program 710.

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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Service Delivery Plan 71901 - Accounting

SDP Outcome Statement

Collect and categorize financial information, process and analyze financial transactions, maintain and reconcile the general ledger, and reconcile accounts following Generally Accepted Accounting Principles (GAAP), by:

- Billing and reimbursing grants and capital projects,
- Recording fixed asset transactions,
- Reconciling all City bank accounts,
- Reconciling general ledger accounts to supporting detail,
- Processing journal entries by end of next business day after receipt by Finance input staff,
- Preparing cost allocations, and developing and enhancing cost allocation process for each accounting period, so that:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ Reimbursement grants are billed within 60 days of expenditure. - Average Days Elapsed	60.00	60.00	60.00	60.00	60.00
♦ Capital projects are reimbursed by the end of the accounting period 80% of the time. - Percent Accomplished	80.00%	25.00%	80.00%	80.00%	80.00%
♦ 99% of fixed asset transactions are recorded within four weeks after Accounting Period 14 reports are available.* - Days Elapsed [DELETED]	60.00	0.00	365.00	0.00	0.00
- Percent	0.00%	0.00%	0.00%	99.00%	99.00%
♦ 92% of required bank reconciliations are completed within 30 days of receipt of bank statement. - Percent Accomplished	95.00%	95.00%	95.00%	92.00%	92.00%
♦ 90% of general ledger accounts are reconciled to supporting detail each quarter.* - Percent Accomplished	95.00%	98.00%	75.00%	90.00%	90.00%
♦ 95% of journal entries are processed by end of next business day after receipt by Finance Input staff. - Percent Accomplished	95.00%	85.00%	95.00%	95.00%	95.00%

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<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ Prepare cost allocations, develop and enhance cost allocation process for each accounting period.					
- Number Completed	14.00	14.00	14.00	14.00	14.00

SDP Notes

1. The service delivery plan measures marked with an * have been scaled back as part of the FY 2003/04 budget and service reduction process. In some cases, targets have been adjusted upward based on current year experience.

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Service Delivery Plan 71901 - Accounting

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719000 - Grants					
Product: A Reimbursement Grant Billed and Monitored					
Costs:	17,811.84	34,545.27	18,845.04	40,125.90	42,129.95
Products:	20.00	62.00	20.00	70.00	70.00
Work Hours:	300.00	588.70	300.00	604.86	604.86
Product Cost:	890.59	557.18	942.25	573.23	601.86
 Activity 719001 - Fixed Assets					
Product: A Fixed Asset Transaction Processed					
Costs:	26,223.90	21,010.17	18,845.08	23,852.74	25,021.09
Products:	200.00	145.00	200.00	125.00	125.00
Work Hours:	450.00	326.50	300.00	336.03	336.03
Product Cost:	131.12	144.90	94.23	190.82	200.17
 Activity 719002 - Bank Reconciliation					
Product: A Reconciliation Performed					
Costs:	19,142.41	31,053.77	20,269.52	36,470.60	38,292.32
Products:	300.00	301.00	300.00	300.00	300.00
Work Hours:	350.00	543.80	350.00	563.50	563.50
Product Cost:	63.81	103.17	67.57	121.57	127.64

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Service Delivery Plan 71901 - Accounting

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719003 - Reconcile General Ledger Accounts					
Product: An Account Reconciled					
Costs:	68,743.91	72,099.25	68,533.83	82,197.29	86,303.56
Products:	80.00	400.00	359.00	400.00	400.00
Work Hours:	1,250.00	1,224.10	1,175.00	1,292.44	1,292.44
Product Cost:	859.30	180.25	190.90	205.49	215.76
 Activity 719004 - General Accounting					
Product: A Journal Entry Processed					
Costs:	102,033.37	136,355.12	100,780.42	163,385.39	171,540.29
Products:	65,000.00	70,793.00	65,000.00	71,000.00	71,000.00
Work Hours:	2,050.00	2,768.50	1,925.00	2,869.22	2,869.22
Product Cost:	1.57	1.93	1.55	2.30	2.42
 Activity 719005 - Cost Allocations					
Product: An Allocation Job					
Costs:	14,920.58	12,302.94	12,719.76	14,874.61	15,617.13
Products:	14.00	14.00	14.00	14.00	14.00
Work Hours:	250.00	205.80	200.00	206.79	206.79
Product Cost:	1,065.76	878.78	908.55	1,062.47	1,115.51

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Service Delivery Plan 71901 - Accounting

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719007 - Capital Projects					
Product: A Capital Project Monitored					
Costs:	21,603.62	10,305.15	22,770.73	12,246.52	12,858.07
Products:	200.00	188.00	200.00	150.00	150.00
Work Hours:	350.00	172.30	350.00	180.94	180.94
Product Cost:	108.02	54.81	113.85	81.64	85.72
Totals for Service Delivery Plan 71901 - Accounting					
Costs:	270,479.63	317,671.67	262,764.38	373,153.05	391,762.41
Work Hours:	5,000.00	5,829.70	4,600.00	6,053.78	6,053.78

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Service Delivery Plan 71902 - Financial Reporting

SDP Outcome Statement

Keep interested parties informed of the fiscal health of the City and it's reporting entities, by:

- Producing the Comprehensive Annual Financial Report (CAFR),
- Making Accounting Period reports available to internal City users,
- Preparing all other required financial reports for City's other entities,
- Filing regulatory reports with Federal, State, and Local agencies, and
- Addressing all audit findings, so that:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ CAFR and other Financial Reports receive unqualified opinions.					
- Number of Unqualified Opinions	6.00	6.00	6.00	7.00	7.00
- Percent of Unqualified	0.00%	0.00%	0.00%	100.00%	100.00%
♦ The City's CAFR receives a CSMFO Certificate of Award and a GFOA Certificate of Excellence in Financial Reporting.					
- Number of Awards Received	2.00	2.00	2.00	2.00	2.00
♦ Accounting Period reports are available to users within 10 days 85% of the time.*					
- Percent Accomplished	90.00%	92.00%	80.00%	85.00%	85.00%
♦ 100% of regulatory reports are filed timely.					
- Percent Accomplished	100.00%	100.00%	100.00%	100.00%	100.00%
- Number Filed	0.00	0.00	0.00	10.00	10.00
♦ All audit findings within Finance Department control are resolved within 120 days of receipt.					
- Average Days To Resolve	120.00	30.00	120.00	120.00	120.00
♦ CAFR is produced and distributed within 160 days after close of fiscal year.					
- Days After Close of Fiscal Year	0.00	0.00	0.00	160.00	160.00

SDP Notes

1. The service delivery plan measure marked with an * has been scaled back as part of the FY 2003/04 budget and service reduction process. In some cases, targets have been adjusted upward based on current year experience.

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Service Delivery Plan 71902 - Financial Reporting

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719006 - Manage Annual External Audit and Issue Reports					
Product: An Annual Financial Report Issued					
Costs:	163,801.07	174,056.35	157,458.59	196,013.94	203,251.31
Products:	60.00	7.00	60.00	7.00	7.00
Work Hours:	1,400.00	1,484.50	1,200.00	1,566.44	1,566.44
Product Cost:	2,730.02	24,865.19	2,624.31	28,001.99	29,035.90
 Activity 719009 - Accounting Period Reports					
Product: A Report Issued					
Costs:	67,002.69	36,790.22	64,524.64	41,246.09	43,304.97
Products:	126.00	184.00	126.00	196.00	196.00
Work Hours:	1,000.00	555.50	1,000.00	568.67	568.67
Product Cost:	531.77	199.95	512.10	210.44	220.94
 Activity 719010 - Federal and State Reports					
Product: A Report Issued					
Costs:	48,308.78	15,241.36	51,210.49	18,485.43	19,408.44
Products:	12.00	10.00	12.00	10.00	10.00
Work Hours:	800.00	241.50	800.00	268.83	268.83
Product Cost:	4,025.73	1,524.14	4,267.54	1,848.54	1,940.84

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Service Delivery Plan 71902 - Financial Reporting

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719011 - Manage Third-Party Audits					
Product: An Audit					
Costs:	28,191.00	14,772.97	23,827.31	17,850.32	18,439.13
Products:	5.00	4.00	3.00	4.00	4.00
Work Hours:	450.00	92.80	350.00	103.40	103.40
Product Cost:	5,638.20	3,693.24	7,942.44	4,462.58	4,609.78
 Totals for Service Delivery Plan 71902 - Financial Reporting					
Costs:	307,303.54	240,860.90	297,021.03	273,595.78	284,403.85
Work Hours:	3,650.00	2,374.30	3,350.00	2,507.34	2,507.34

**City of Sunnyvale
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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Service Delivery Plan 71903 - Financial System

SDP Outcome Statement

Maintain the City's centralized financial management system, by:

- Providing training to end users,
- Ensuring the financial integrity of the system,
- Providing system upgrades as needed, and
- Ensuring the system is available at least 90% of the year, so that:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ A customer satisfaction rating of 85% is achieved for requested training by financial system users.					
- Hours of Training Provided	250.00	15.50	250.00	50.00	50.00
- Rating	0.00%	0.00%	0.00%	85.00%	85.00%
♦ Enhancements and upgrades to the financial system are performed at least once per year. [DELETED]					
- Number	1.00	1.00	1.00	0.00	0.00
♦ The system is available at least 90% of the year.					
- Hours Available	8,000.00	8,426.00	8,000.00	7,884.00	7,884.00
- Percent Available	0.00%	0.00%	0.00%	90.00%	90.00%

SDP Notes

1. For SDP outcome measure "The system is available..." the system is not available 100% of the time because it is down 5.5 hours every weekend for back-up. Also, system may be down approximately 2 days every year for annual upgrades.

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Service Delivery Plan 71903 - Financial System

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719012 - User Training					
Product: A Training Hour					
Costs:	16,754.83	996.20	17,784.90	3,684.42	3,868.36
Products:	250.00	15.50	250.00	51.70	51.70
Work Hours:	250.00	15.50	250.00	51.70	51.70
Product Cost:	67.02	64.27	71.14	71.27	74.82
 Activity 719013 - Enhancements and Upgrades					
Product: An Update					
Costs:	11,028.44	9,143.30	11,656.26	13,078.46	13,681.41
Products:	1.00	1.00	1.00	1.00	1.00
Work Hours:	150.00	126.50	150.00	155.09	155.09
Product Cost:	11,028.44	9,143.30	11,656.26	13,078.46	13,681.41
 Activity 719014 - System Availability and Reliability					
Product: An Hour Available					
Costs:	32,418.76	53,168.18	34,314.99	60,189.95	63,194.61
Products:	8,000.00	8,426.00	8,000.00	7,884.00	7,884.00
Work Hours:	500.00	809.50	500.00	837.50	837.50
Product Cost:	4.05	6.31	4.29	7.63	8.02
 Totals for Service Delivery Plan 71903 - Financial System					
Costs:	60,202.03	63,307.68	63,756.15	76,952.83	80,744.38
Work Hours:	900.00	951.50	900.00	1,044.29	1,044.29

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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Service Delivery Plan 71904 - Provide Management and Administrative Services

SDP Outcome Statement

Provide management and administrative services to City departments as needed in support of accounting, financial reporting, and payroll program activities, so that:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ 275 hours of consulting services are provided. [DELETED] - Consulting Hours	300.00	267.00	300.00	0.00	0.00
♦ Identify cost savings opportunities of at least two times cost for Finance initiated projects. [DELETED] - Number of Projects	5.00	2.00	5.00	0.00	0.00
♦ Provide 595 hours of administrative services. [DELETED] - Work Hours	325.00	618.00	325.00	0.00	0.00
♦ Employees attend training as identified in employee's work plan.* - Training Hours	175.00	130.00	150.00	145.00	145.00
♦ 80% of non-routines are completed within initial plan. - Percent	0.00%	0.00%	0.00%	80.00%	80.00%

SDP Notes

1. The service delivery plan measures marked with an * have been scaled back as part of the FY 2003/04 budget and service reduction process. In some cases, targets have been adjusted upward based on current year experience.

2. This SDP contains additional dollars and hours moved from SDP 71703-Provide Management and Administrative Services.

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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Service Delivery Plan 71904 - Provide Management and Administrative Services

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719015 - Administration					
Product: A Work Hour					
Costs:	26,397.79	44,056.92	25,925.45	61,681.10	64,689.17
Products:	325.00	617.90	305.00	756.85	756.85
Work Hours:	325.00	617.90	305.00	756.85	756.85
Product Cost:	81.22	71.30	85.00	81.50	85.47
 Activity 719016 - Internal Consulting Services					
Product: A Consulting Hour					
Costs:	20,001.17	17,919.53	21,083.18	29,377.78	30,843.30
Products:	300.00	267.20	300.00	361.88	361.88
Work Hours:	300.00	267.20	300.00	361.88	361.88
Product Cost:	66.67	67.06	70.28	81.18	85.23
 Activity 719017 - Special Projects					
Product: A Project Completed					
Costs:	59,935.74	23,334.52	52,898.09	53,652.57	56,329.34
Products:	5.00	2.00	2.00	3.00	3.00
Work Hours:	1,000.00	311.60	825.00	676.20	676.20
Product Cost:	11,987.15	11,667.26	26,449.05	17,884.19	18,776.45

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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Service Delivery Plan 71904 - Provide Management and Administrative Services

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719018 - Training					
Product: A Training Hour					
Costs:	10,915.60	12,415.61	10,016.11	14,230.21	14,825.84
Products:	175.00	130.10	150.00	149.92	149.92
Work Hours:	175.00	130.10	150.00	149.92	149.92
Product Cost:	62.37	95.43	66.77	94.92	98.89
 Totals for Service Delivery Plan 71904 - Provide Management and Administrative Services					
Costs:	117,250.30	97,726.58	109,922.83	158,941.66	166,687.65
Work Hours:	1,800.00	1,326.80	1,580.00	1,944.85	1,944.85

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Program 719 - Accounting, Financial Reporting, and Employee Payroll

Service Delivery Plan 71905 - Payroll Administration

SDP Outcome Statement

Provide all payroll related services for all City employees, by:

- Calculating, preparing, processing, reconciling and distributing payroll payments for all City employees,
- Preparing and submitting regulatory reports, and
- Complying with requests from outside agencies, so that:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
♦ Payroll is disbursed bi-weekly with 98% accuracy. - Percent Accomplished	0.00%	0.00%	0.00%	98.00%	98.00%
♦ Checks are prepared by due date requested with 95% accuracy. - Percent Accomplished	0.00%	0.00%	0.00%	95.00%	95.00%
♦ Regulatory reports are submitted by due date 100% of the time with 98% accuracy. - Percent Accomplished	0.00%	0.00%	0.00%	100.00%	100.00%
- Percent Accurate	0.00%	0.00%	0.00%	98.00%	98.00%
♦ Reconciliation processes are completed within 30 days of close of accounting period 92% of the time. - Percent Accomplished	0.00%	0.00%	0.00%	92.00%	92.00%
♦ Reports are completed within 30 days of receipt of request 90% of the time. - Percent Accomplished	0.00%	0.00%	0.00%	90.00%	90.00%

SDP Notes

1. This is a new SDP consolidating most of Program 717.

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Service Delivery Plan 71905 - Payroll Administration

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719500 - Process Payroll					
Product: A Check Issued					
Costs:	0.00	0.00	0.00	198,401.43	208,124.71
Products:	0.00	0.00	0.00	35,500.00	35,500.00
Work Hours:	0.00	0.00	0.00	2,930.22	2,930.22
Product Cost:	0.00	0.00	0.00	5.59	5.86
 Activity 719510 - Prepare Manual Checks					
Product: A Manual Check Issued					
Costs:	0.00	0.00	0.00	7,670.13	8,053.46
Products:	0.00	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	0.00	129.24	129.24
Product Cost:	0.00	0.00	0.00	76.70	80.53
 Activity 719520 - Regulatory Reporting					
Product: A Report Submitted					
Costs:	0.00	0.00	0.00	11,239.96	11,801.01
Products:	0.00	0.00	0.00	52.00	52.00
Work Hours:	0.00	0.00	0.00	155.09	155.09
Product Cost:	0.00	0.00	0.00	216.15	226.94

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Service Delivery Plan 71905 - Payroll Administration

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
Activity 719530 - Reconciliation Processes					
Product: A Reconciliation Completed					
Costs:	0.00	0.00	0.00	12,430.17	13,050.72
Products:	0.00	0.00	0.00	13.00	13.00
Work Hours:	0.00	0.00	0.00	175.77	175.77
Product Cost:	0.00	0.00	0.00	956.17	1,003.90
 Activity 719540 - Employee-Based PERS Reports/Requests					
Product: A Report Completed					
Costs:	0.00	0.00	0.00	12,441.86	13,063.62
Products:	0.00	0.00	0.00	55.00	55.00
Work Hours:	0.00	0.00	0.00	206.79	206.79
Product Cost:	0.00	0.00	0.00	226.22	237.52
 Totals for Service Delivery Plan 71905 - Payroll Administration					
Costs:	0.00	0.00	0.00	242,183.55	254,093.52
Work Hours:	0.00	0.00	0.00	3,597.11	3,597.11
 Totals for Program 719					
Costs:	755,235.50	719,566.83	733,464.39	1,124,826.87	1,177,691.81
Work Hours:	11,350.00	10,482.30	10,430.00	15,147.37	15,147.37